



# **Leadership Development: Administering the On-Campus Program**

***Mr. Allen Cunniff  
Chief, Evaluations Branch  
Training Division, HQ Western Region  
(253)967-6215  
[allen.cunniff@us.army.mil](mailto:allen.cunniff@us.army.mil)***



# Region Commander Observations



“Hey Sir, did you know that these are the same sixteen leadership dimensions that are on our OER’s?”

*-Warrior Forge '04 RTO*

“Too many of our cadre reminded me of hogs looking at a wristwatch when we asked them to capture actions, assess dimensions and WRITE”

LDP is at heart a counseling program...but our counseling program rarely reflects LDP.



# On-Campus Leader Development

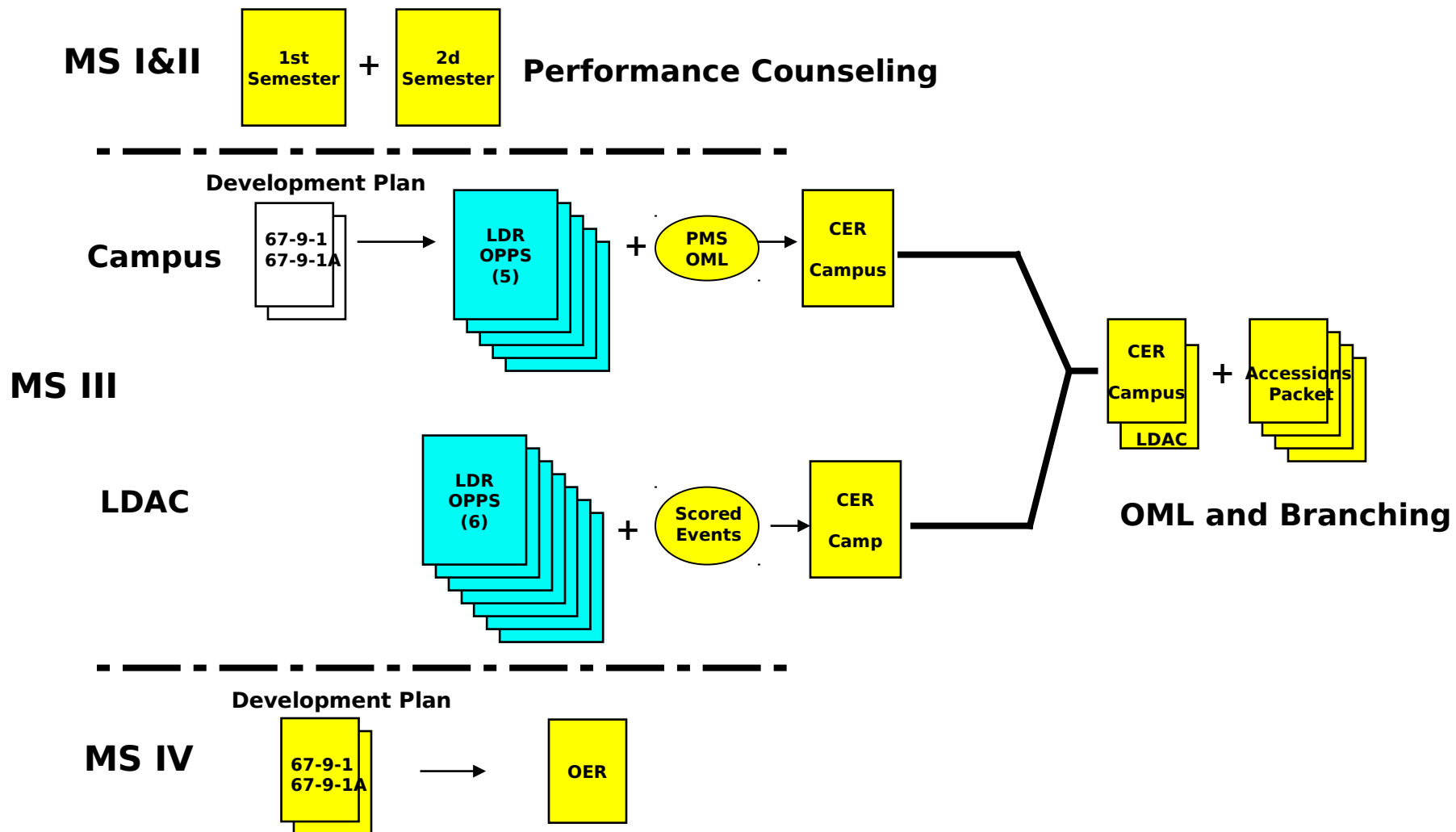


Purpose: Administer a progressive, individual-focused program in a varied training environment in order to;

- develop fundamental leadership and problem-solving skills
- enhance leader's effectiveness when faced with unfamiliar situations (warrior ethos)
- encourage personal growth to meet individual potential



# LDP OPERATIONAL MODEL





# Leader Development - Trends Noted



- Command shows significant improvement in consistency
- Emphasis on leader development in CC greater than in other cmd
- Centralized assessor training at LDAC does not reach all cadre
- Programs which emphasize “teaching the LDAC test” reduce cadet’s ability to lead with confidence in unfamiliar situations
- Cadets from Bns with historically strong LDP trend to higher overall ratings at LDAC
- Active program of mentorship more critical than “checking the LDP block”



# LDP Admin On Campus



Minimum of 5 leadership opportunities in MSIII year (prior to LDAC)

- quality of opportunity is key; designed to meet individual needs
- use of Spot Reports to capture other behavior (esp. non-ROTC)
- use of 'non-traditional' leader opportunities
- more accurate over time; 2-weeks duration or longer in many c

Cadre evaluations augmented by MSIV assessors (with cadre oversi

- ongoing assessor training for cadre/MSIVs; periodic AARs
- continued MSIV development, feedback to PMS
- cadre focus resources where needed
- periodic PMS review of MSIII progress, course corrections

MSIII instructor/advisor administers standardized process

- Blue Card/Yellow Card/JPSC used in all battalions
- CCIMS (Training and Evaluations) - define responsibilities

Individual focus requires different solutions for different cadets



# LDP Quality Indicators



Innovation - Effectively uses a variety of challenges to enhance sk  
(Not locked into the SL/PSG/PL mentality)

Cadre involvement - Active participation by all cadre in recognizing  
leader behavior and acting as PMS' eyes and ears

Active and timely feedback - Uses AARs and effective counseling  
to ensure cadets apply lessons learned in future situations

Progressive (MSI-IV) - Doesn't limit training to MSIIIs; progressively  
integrates all MS levels

Mentorship - Rewards initiative, tolerates minor mistakes to  
encourage reasonable risk



# Measuring Success



- *\*\*LDAC stats do not paint the entire picture\*\**
- Effective leader development is measured by individual cadet progress, and requires understanding the cadet's history
- Determine what motivates the cadet, provide them with constructive feedback, and encourage self-assessment
  - Cadets will rarely achieve potential on your watch
- Infer potential by analyzing each cadet's growth or failure to grow





# On-Campus Leader Development



**Questions?**